

# Warfare Analysis and Research Department



**Center for Naval Warfare Studies  
Naval War College**

**U.S.**

# **Warfare Analysis & Research Department**

## ***Helping Explore the Future***

### **MISSION**

**To provide timely,  
objective research and  
analysis to senior Navy,  
Joint, and other USG  
decision makers on  
major strategic,  
operational and  
programmatic issues.**



# Warfare Analysis and Research Department

## Capabilities And Methodology

### **Key capabilities:**

- Help to conceptualize complex issues;
- Help to prioritize competing considerations;
- Enable clients to visualize alternative scenarios;
- Integrate strategic, operational and technical perspectives;
- Conduct focused multidisciplinary analysis;
- Network with diverse communities, including defense, intelligence, policy-making, academia, and the private sector.

**Principal methodology: work with  
experts from diverse communities  
using expert facilitation and  
collaborative software.**



# **Warfare Analysis and Research Department**

## **Major Research Projects Completed**

- **OFT Future Fleet Architecture Study**
- **40 Knot EMW (CFFC/NWDC)**
- **LCS Capabilities (N76/NWDC)**
- **Task Force Sierra/Sea Swap (VCNO)**
- **NewRule.Sets (with Cantor Fitzgerald/OFT)**
- **South Asia Proliferation (CNWS)**
- **Korea Futures (CINCPAC)**
- **Targeted Financial Sanctions (with Watson Institute of Brown University)**
- **Latin America Futures (NIC/NAVSOUTH)**

# **Warfare Analysis and Research Department**

## **Major Research Projects Underway**

- **Sea Basing (CNO/Halsey Group)**
- **Naval Strategy (N3/N5)**
- **OFT Future Strategic  
Environment**
- **SSGN (CNS)**
- **Cooperative Engagement (C5F)**
- **Fleet Force Requirements (C5F)**
- **SSC San Diego Strategic**

# Warfare Analysis and Research Department Principal





# Success in Decision Events

Collaborative research success depends on:




- **Quality and diversity of the participants invited**
- **Skillfulness of the facilitator**
- **Capability of the supporting technology**

**The Naval War College Decision Support Center  
(DSC)**

**A sophisticated research tool**

# Decision Event



**Synchronous Chat**

- See all, know none
- Voting capabilities

**Schedule (8 hrs)**

- 1/2 discussion
- 1/4 collaborative software
- 1/4 briefs & breaks





知識

DYNAMIC STRATEGIES ASIA, LC



Golden Calf Capital

COMMERZBANK



Caithness Energy



Alternative Finance



LEHMAN BROTHERS

PA Consulting Group

Sino-America Development Corporation

Waterpeople, Inc. MORGANSTANLEY



National Security Council

USAID  
The US Agency for international Development



MINISTRY OF EXTERNAL AFFAIRS  
Government of INDIA



Under Secretary of the Navy  
The Honorable Jerry MacArthur Hultin



Weatherhead Center  
for International Affairs



CNA

Center for  
Strategic  
Studies



Cambridge Energy Research Associates

COUNCIL ON FOREIGN RELATIONS



COLUMBIA UNIVERSITY  
IN THE CITY OF NEW YORK



THE UNIVERSITY  
OF MISSISSIPPI

INSTITUTE FOR  
INTERNATIONAL  
ECONOMICS



Vanderbilt University  
NASHVILLE, TENNESSEE

# The Challenges of Face-to-Face Meetings

- **Groups get sidetracked**
- **Dominant personalities rule**
- **Ideas are attacked**
- **Fear of reprisal**
- **Important ideas not brought forward**
- **Objectives not reached**
- **Meeting minutes are subjective**
- **Not all information is recorded**



# Why Use Collaborative Software?

**Technology takes advantage of the collective brainpower of the group AND maximizes the use of its time.**

All participants are peers in groupware sessions



# The Benefits of Collaborative Software

- **Facilitates collaboration**
  - Participants with different insights can give their input and come to consensus on priorities
- **Anonymous**
  - No way to track who says what
- **Shared, simultaneous input**
  - Larger generation of ideas in less time
- **Public display of ideas**
  - Gives participants opportunity to build on each other's inputs
- **Captures data for later analysis**
  - Ideas and comments are always tied together
- **Multiple tools to use for different processes**
  - Focuses participants in each step



# **Collaborative Software Tools**

## **Tool Name**

**Ideas**

**Organizer**

**Discussion**

**Rate**

**Rank**

**Score**

**Closure**

## **Tool Function**

**Brainstorm ideas within categories and add comments for discussion**

**Add and sort ideas and categories**

**Establish a structured, threaded discussion about a single topic or idea**

**Rate ideas on a chosen scale**


**Rank order ideas from the most preferred to least preferred**

**Score the alternatives vs weighted criteria**

**Summarize and report the session proceedings**



# Other Integrated DSC Tools

- **Classified and unclassified VTC**
  - **Electronic briefing (classified and unclassified)/DVD**
  - **Live video and television feed**
  - **SIPRNET connection in control room**
- 
- **Ability to project seven separate presentations simultaneously**
  - **Booths for simultaneous interpretation of two different languages**



# What is the Cost?

- **No facilitation or equipment costs if Naval War College DSC is used**
  - Host is responsible for all support arrangements such as ITO, security clearances, food, etc., as well as participant travel/per diem
  - WAR Dept can assist with admin set-up
- **Events off-site**
  - Two separate 24 user systems
  - Pay for shipping costs to and from site to Newport
  - Pay ITO for three WAR Dept personnel
    - « Facilitator, co-facilitator, technographer
    - « Extra day before and after for set-up and take-down

# Designing a Decision Event

## Determine objectives

- Identify event participants
- Structure questions

## Determine methods

- using expert input
- Identify strategies or scenarios
- Determine tools to be used

## Exploratory Events

- or scenario developed
- Validate and refine research or scenario with new group
- Identify key decision issues

## Decision Event

- Facilitate event for decision makers
- Conduct analysis of results
- Develop action list, strategy or policy

# Facilitation Tools for Collaborative Research

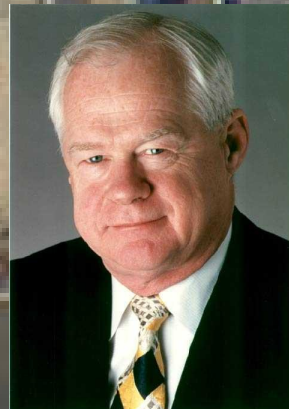
- **Scenario-based Analysis**
- **Scenario Dynamics Grid**
- **Alternative Futures Matrix**
- **Consolidation Exercises**
- **Prioritization Exercises**
- **Forced Analogy**
- **Problem Reversal**
- **“Elevator” Drill**
- **Influence Nets**

*just a few examples*

# **Alternative Ways to Explore the Future**

**Scenario-based Analysis**

# Economic Security Decision Event



**Adm. William J. Flanagan, USN (ret.)**  
**Senior Managing Director**



**Mr. Howard Lutnick**  
**CEO**



**Dr. Philip Ginsberg**  
**Exec Vice President**



**New Rule Sets. Project**  
**Asian Energy Futures**  
**Foreign Direct Investment**  
**Environment & Demographics**  
**Food & Water**  
**Critical Assets of New Eco**

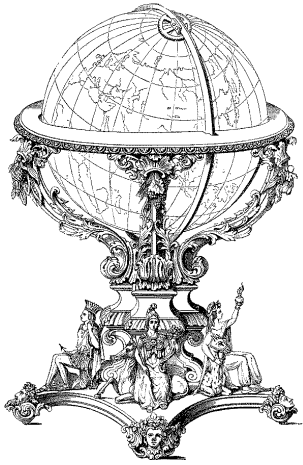


# **Alternative Ways to Explore the Future**

**Scenario Dynamics Grid**

# Kenneth Waltz: Man, the State and War

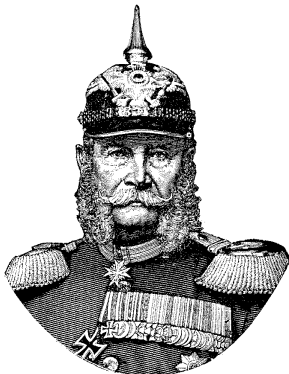
(1954)



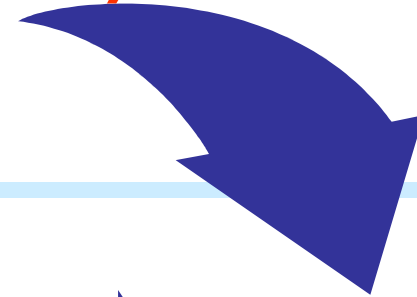
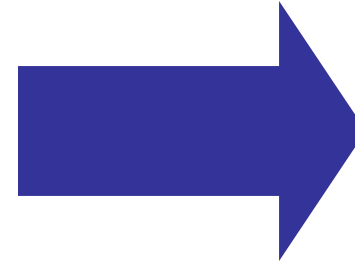
**Third Image:  
International  
System**



**Second  
Image:  
Nation-  
States**

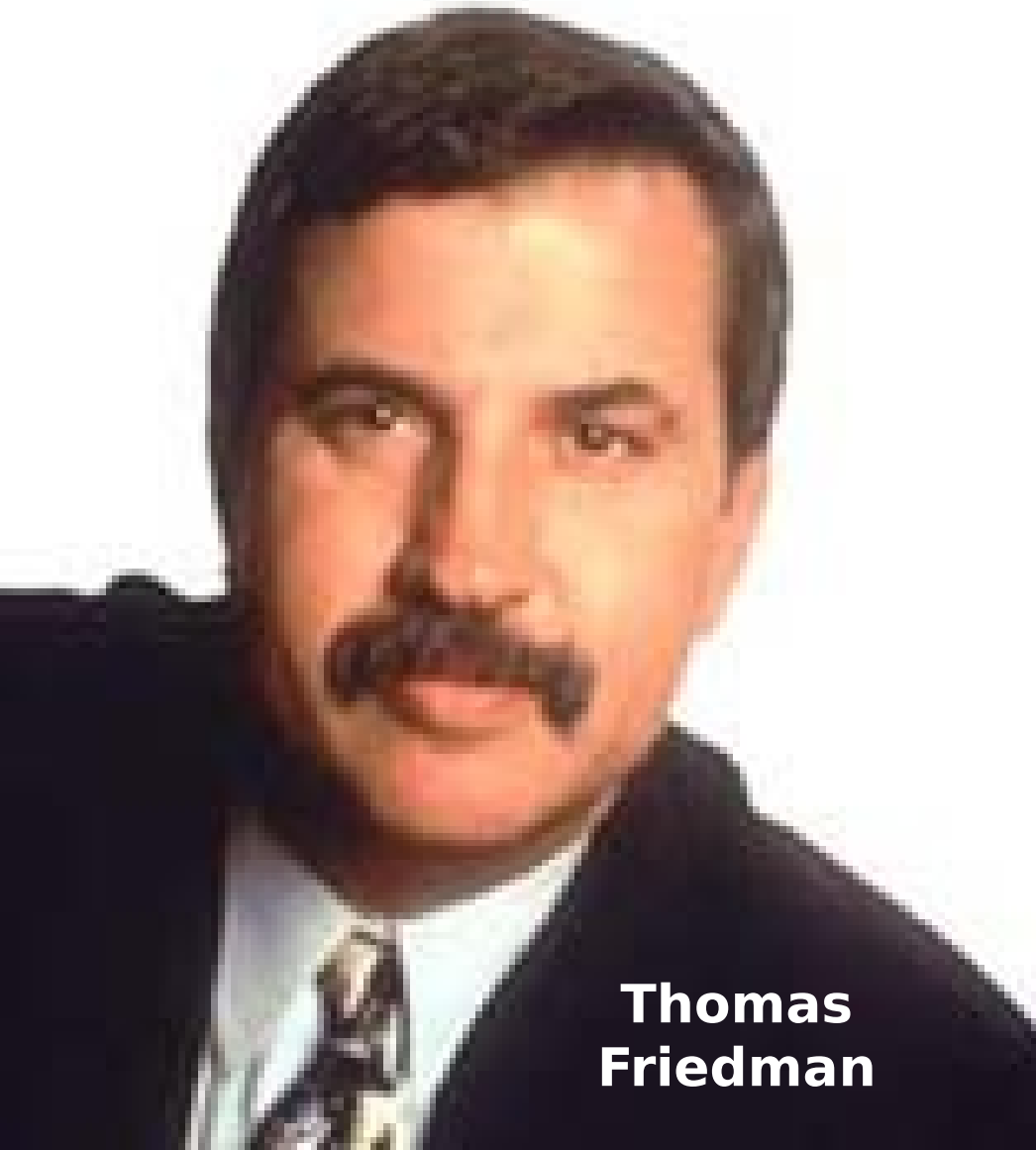


**First Image:  
Human  
Nature**



**Discerning  
the  
causality of  
war**

# Six-Dimensional Thinking



**Thomas  
Friedman**

- 1. Economics**
- 2. Politics**
- 3. Technology**
- 4. Social**
- 5. Environment**
- 6. Security**

	Economic s	Politics	Technolog y	Social	Environme nt	Security
System						
State						
Individual						



**One way of filling in  
the scenario dynamics  
grid is to have  
participants write  
“best” and “worst”  
case “headlines” they  
would expect to see in  
a particular box.**

**If, for  
example, the  
topic was the  
global war on  
terrorism -**



**SYSTEM**

**ECONOMICS**

**Global  
Economy  
Collapses  
Under  
Weight of  
Terrorist  
Attacks**

# **Alternative Ways to Explore the Future**

**Alternative Futures Matrix**



Joint Focus

Consolidated  
Laboratories



New  
Relationship

Current  
Relationship

New  
Boss



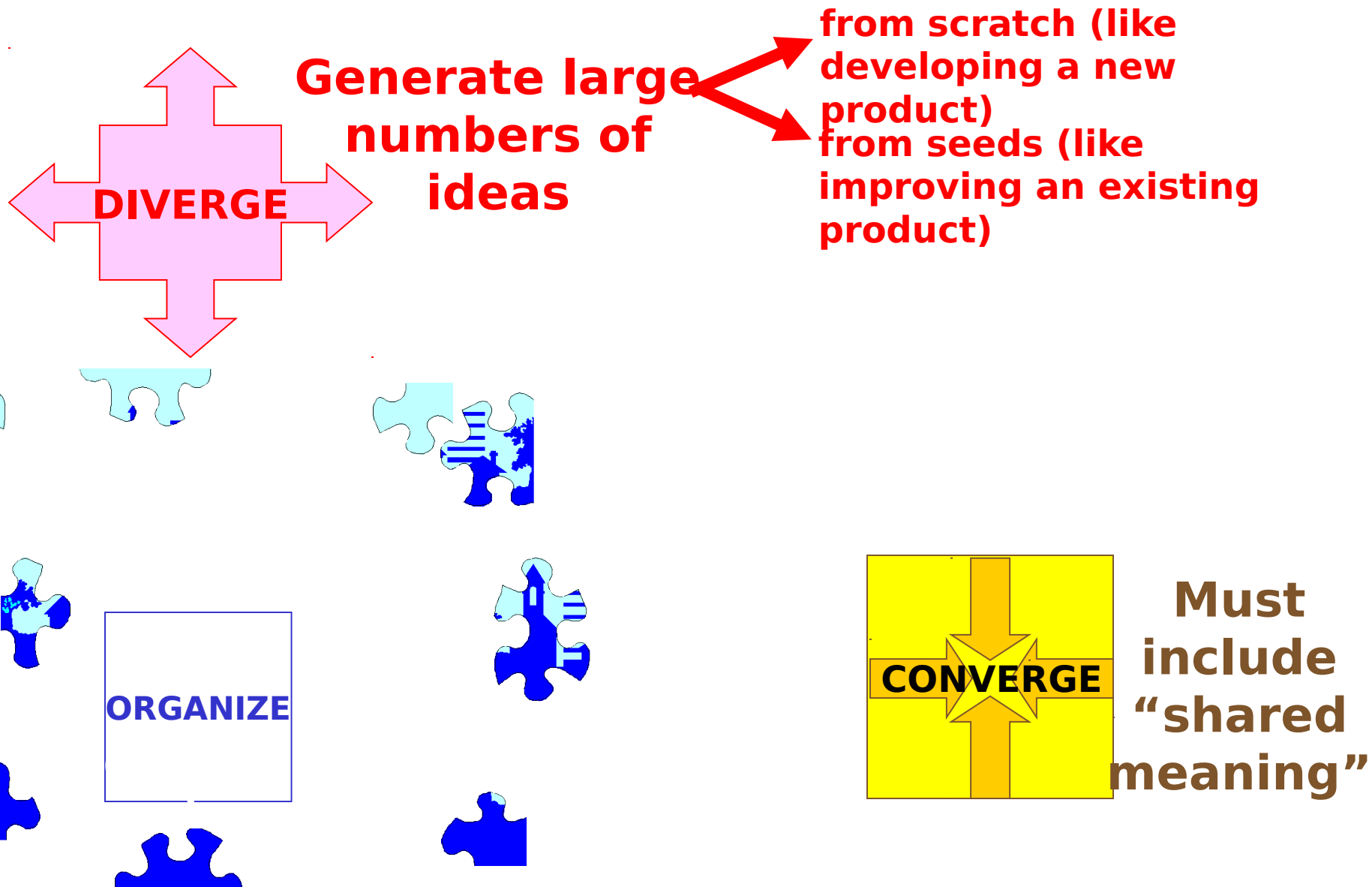
SPAWAR

Status  
Quo

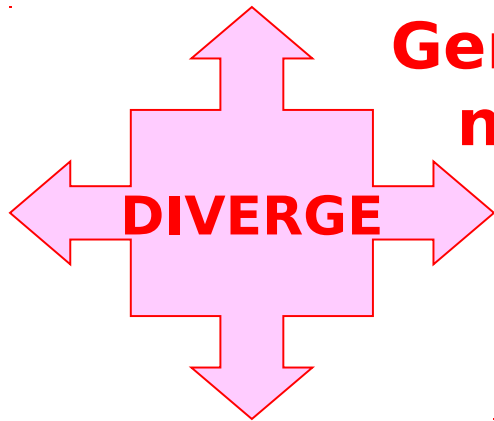
Service Focus

# **Other Group Activities**

# Five Group Activities



# Five Group Activities



**Generate large numbers of ideas**

from scratch  
from seeds



**Build consensus through agreement & commitment**

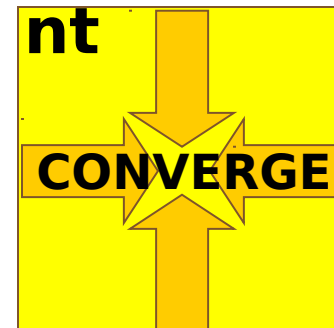
**CONSOLIDATE**

**Develop relationships & understanding**



**EVALUATE**  
**Foster**

**understanding & prioritize options**

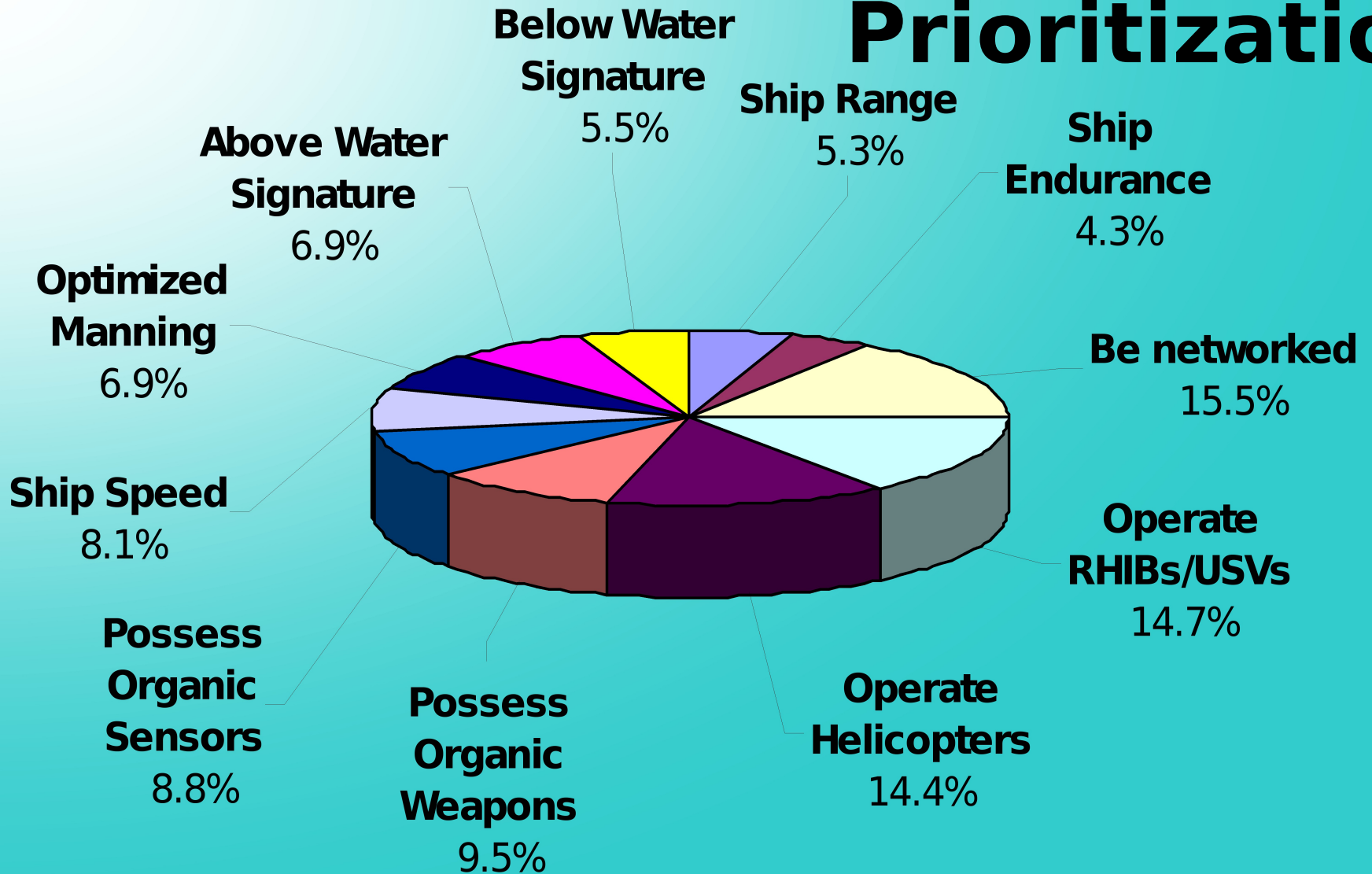


**Must include "shared meaning"**

# **A Few Examples**

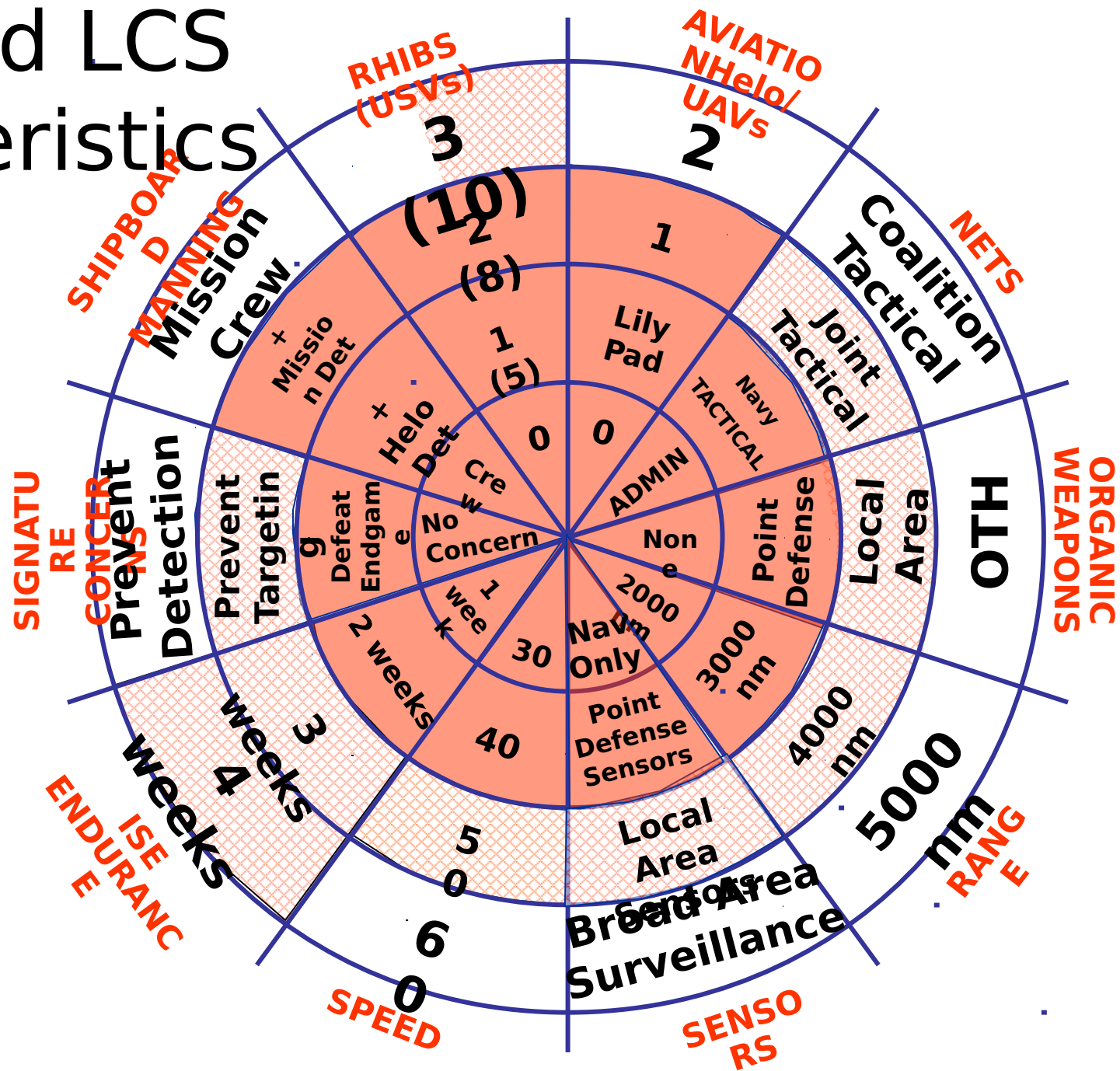
**Consolidation Exercises**

# LCS Weighted Prioritization



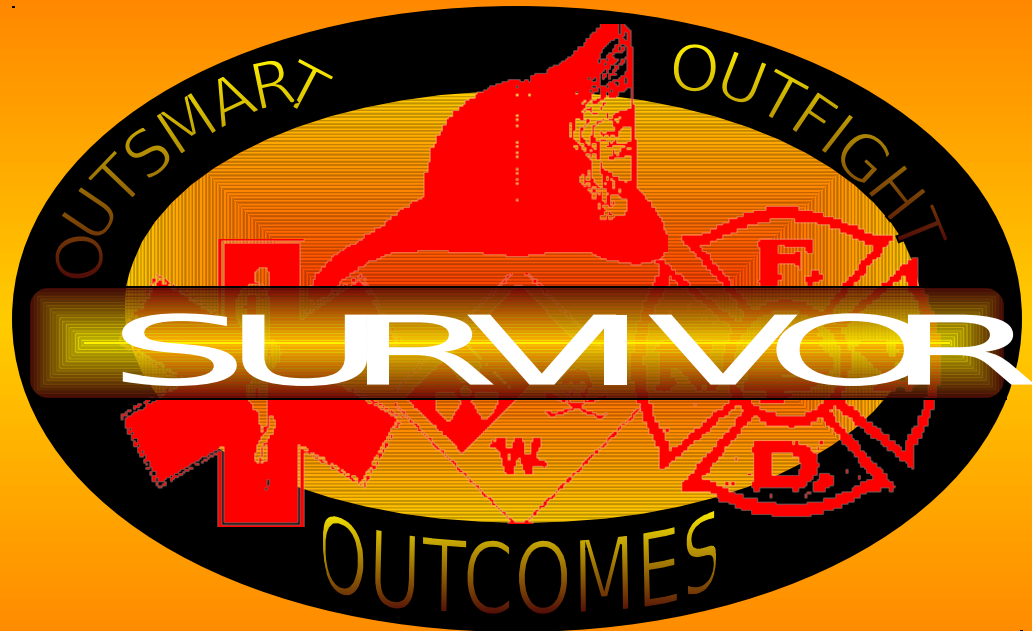


# Proposed LCS Characteristics

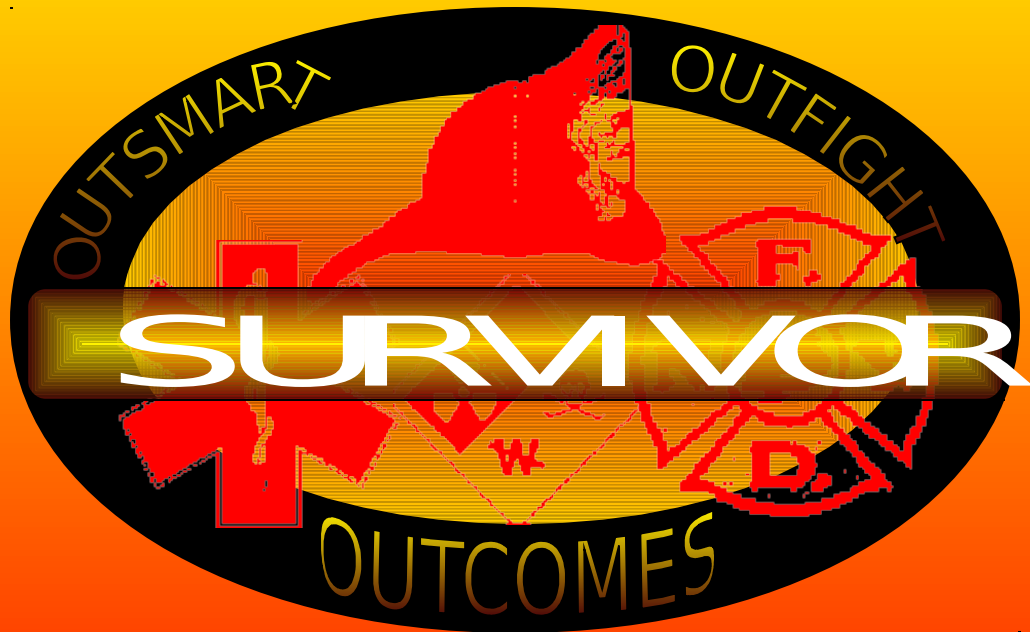


# **A Few Examples**

**Prioritization Exercises**



# The Players



# Training & Education



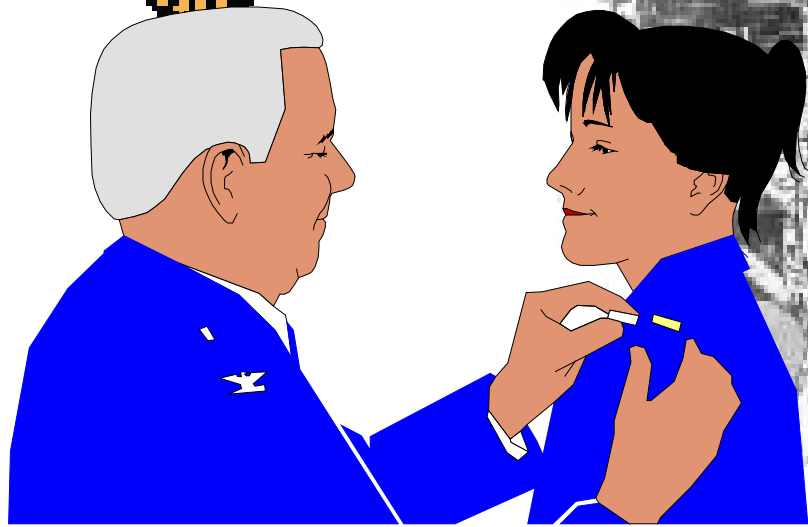
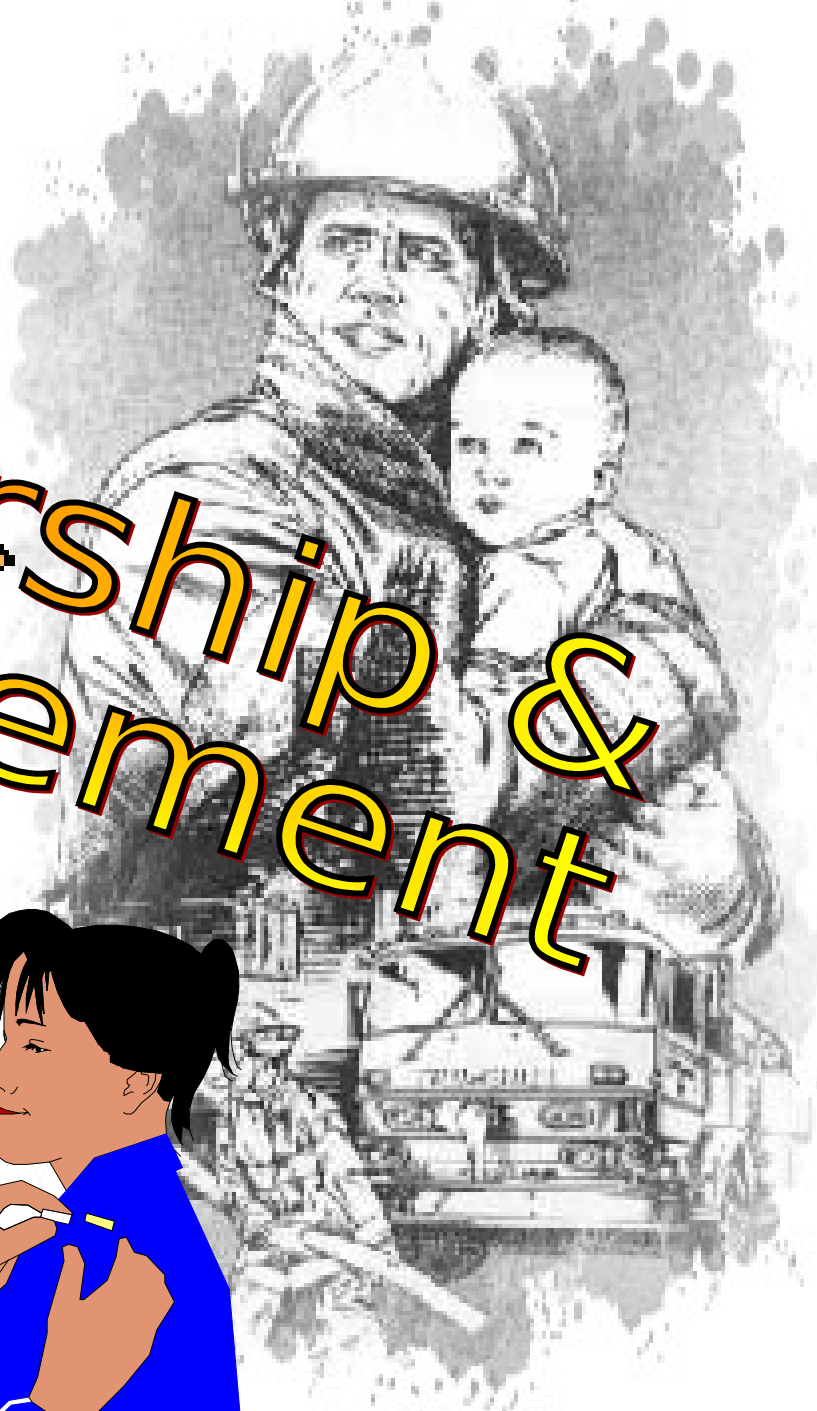
# Culture



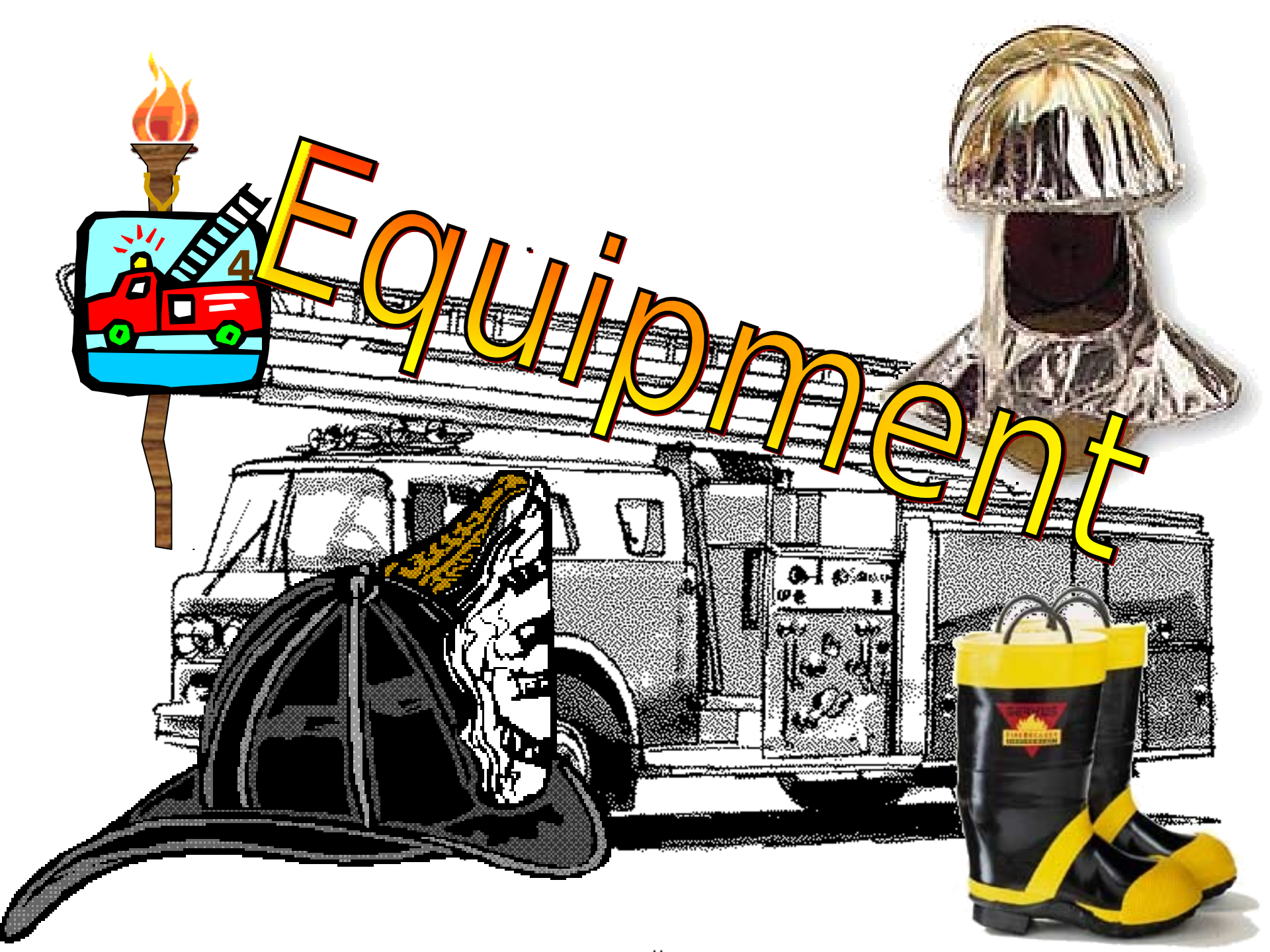




Leadership & Management

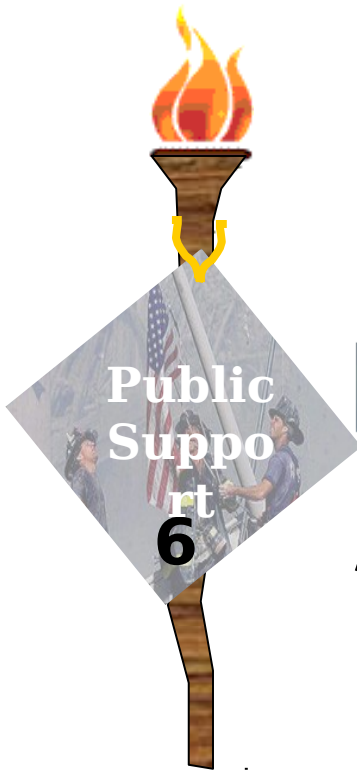




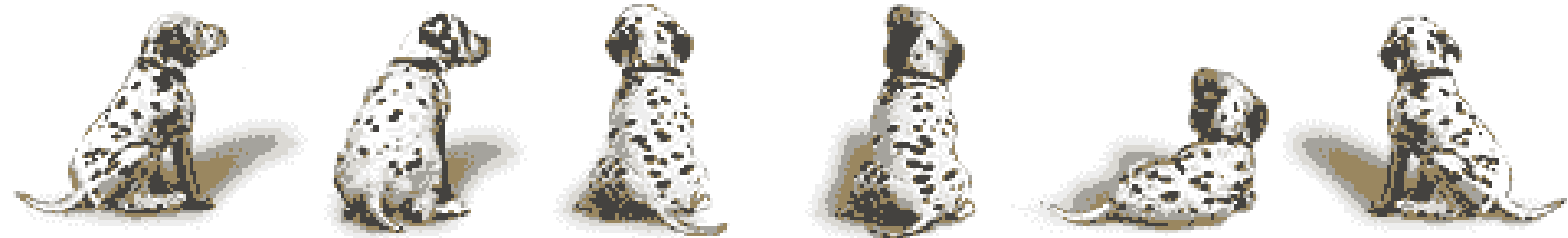


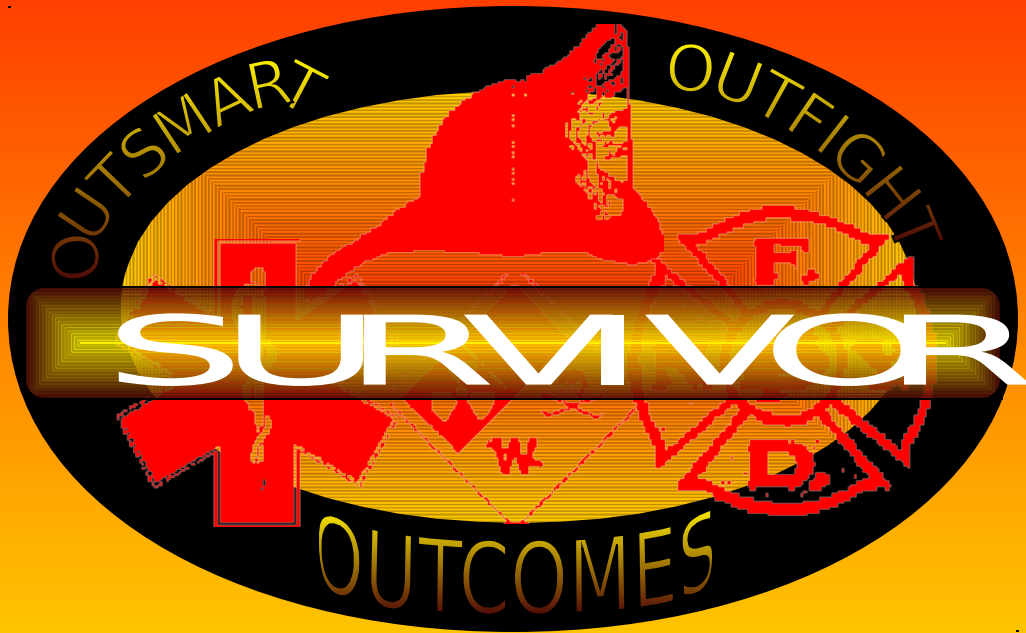


# Command & Control



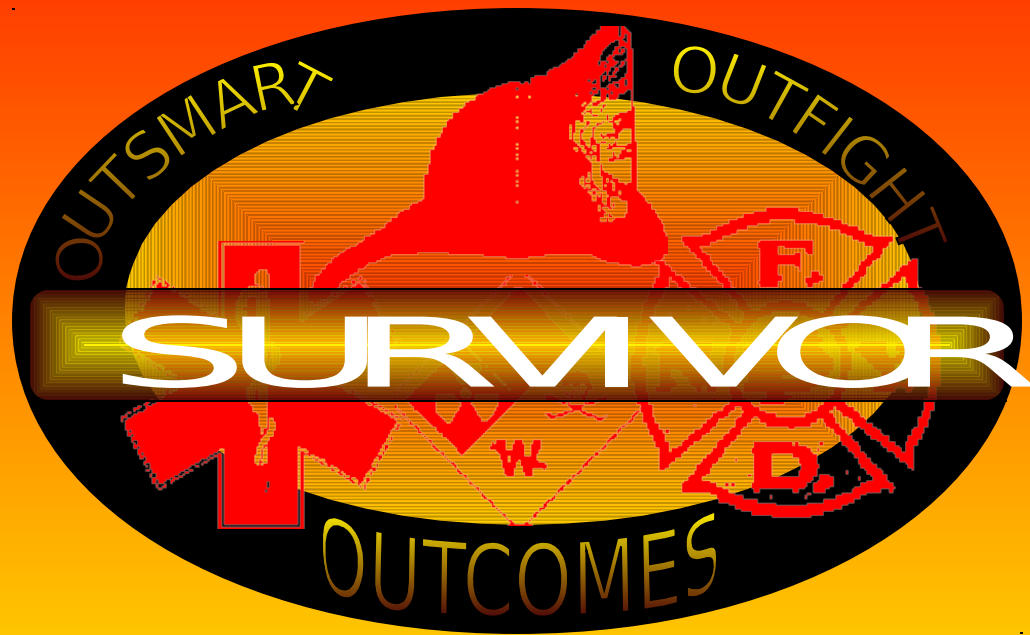
# Maintaining Public Support



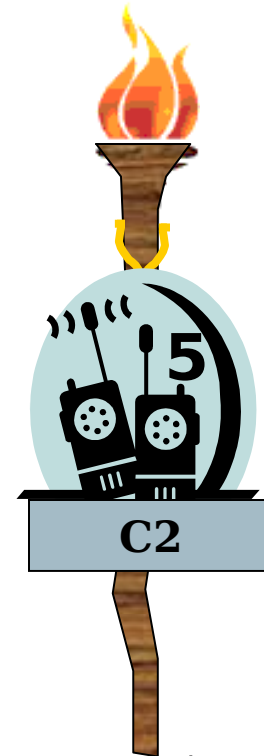
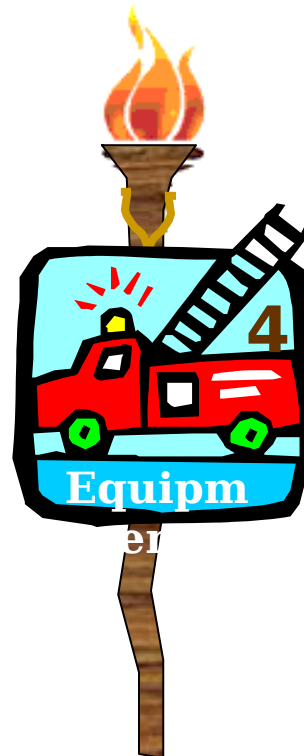


## THE CHALLENGES

1. Identifying New Issues
2. EMS Roles
3. Flat Budgets
4. Policies & Doctrine
5. Interagency Cooperation



1. Training/Education
2. Culture
3. Leadership/Management
4. Equipment
5. Command and Control
6. Public Support





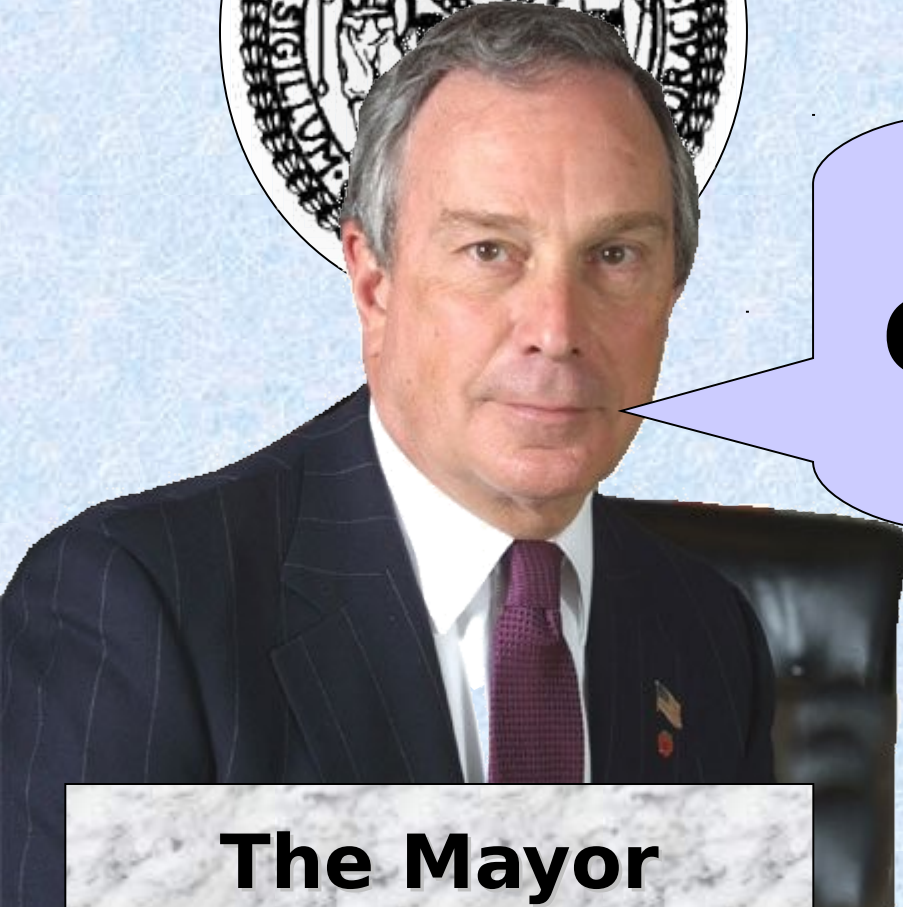
# **A Few Examples**

**“Elevator” Drill**





Michael R. Bloomberg  
Mayor



**The Mayor**



**Come on in!**







**As they say on  
Wall Street,  
“Time is  
money.”**

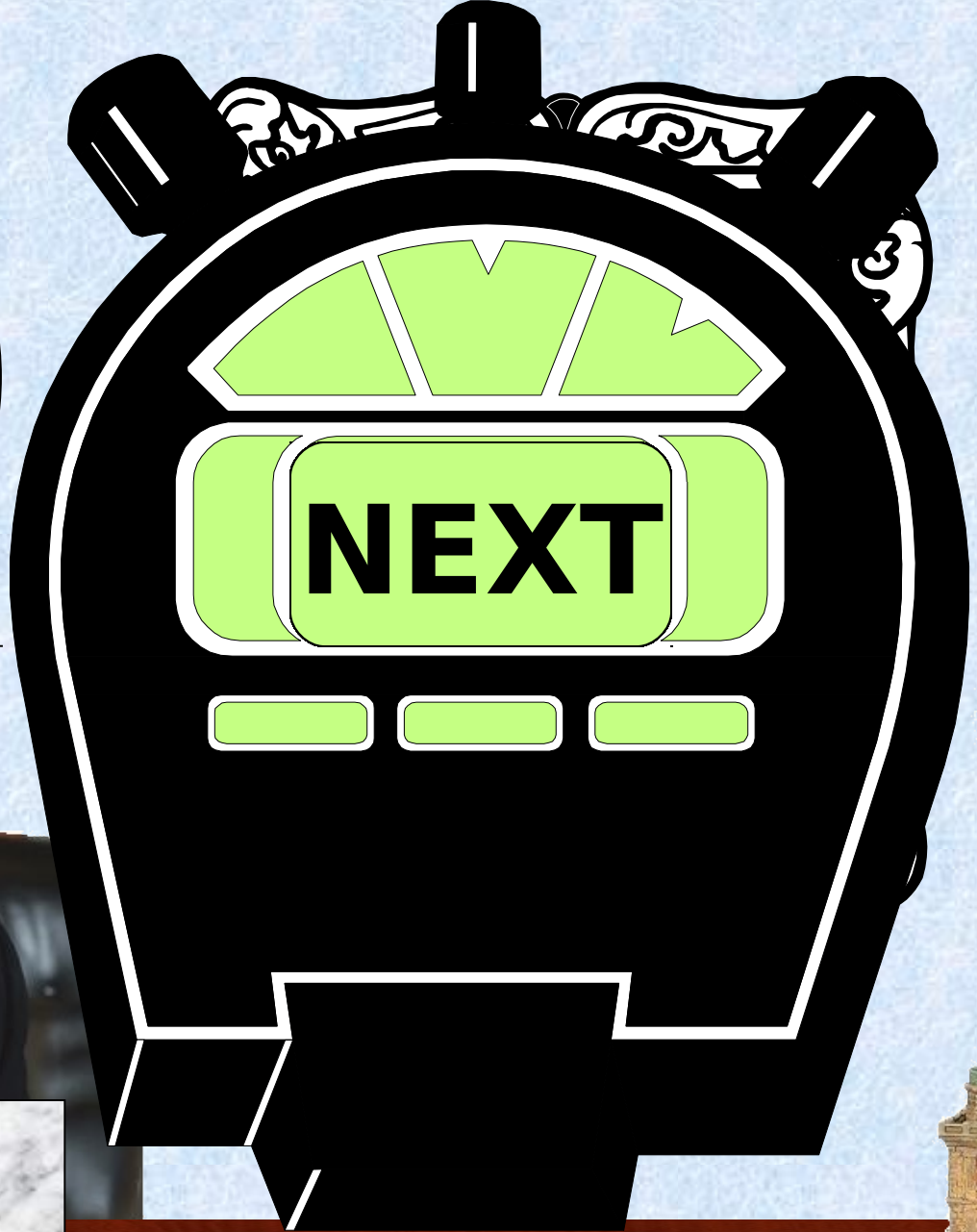
**You’ve got 30  
seconds to tell  
me about the  
CoC Plan.**

**The Mayor**





**The Mayor**







Michael R. Bloomberg  
Mayor



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# Questions